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Office Memorandum • UNITED STATES GOVERNMENT

TO : Comptroller

DATE: 16 August 1954

FROM : Chief, Program Analysis Staff

SUBJECT: Survey of PAS by the Office of the
Inspector General

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1. Mr. [REDACTED] surveyed PAS on the afternoons of 11 and 12 August. We found him agreeable, considerate, and all questions asked were fair and to the point. Apparently, our presentation of the functions, duties, and accomplishments of PAS were satisfactory as no written requests were made for additional data.
2. Copies of the Agency Financial Statement and a cross section of the analytical reports prepared by this Staff as well as the Chrono file were presented for inspection and examination. I gathered the impression that Mr. [REDACTED] was pleasantly surprised, if not amazed, at the amount of information available and what had been accomplished with the existing Staff. He expressed himself as feeling that the analysis function should be expanded but was uncertain as to where that analysis function should be placed. I pointed out that any expansion would require additional personnel. Also, I expressed myself as feeling that analysis was truly a Comptroller function and should remain with the Comptroller. (A copy of "Practical Comptrollership" and various pamphlets relating to the functions of the comptroller were loaned to him. All indicate that the analysis and review functions belong in the comptroller's office.)
3. The following is a gist of my discussion on the analysis function:
 - a. This organization grew too fast and as a result both operational and administrative activities got out of hand. The Comptroller and Deputy Comptroller, especially during the last two years, have done yeoman work in attempting to bring things back to even keel and establish adequate administrative control of financial activities.
 - b. The setup of the Program Analysis Staff in October 1952 represented one phase of this attempt to bring about better control. However, this phase is still in its early stages of development and is just now beginning to show results.

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c. There is a lack of understanding of the meaning of the term "program analysis" throughout the Agency, especially in the upper echelons.

(1) There are two schools of thought regarding analysis and the meaning of the term "analysis".

(a) Preparation of a report and recommendation with respect to action in the specific instance.

(b) Preparation of an over-all report and an evaluation of the efforts made to accomplish a specific purpose. What was accomplished? Were the results worth the effort and expenditures of funds entailed?

d. At present, we are only doing part of the analysis job and we are preparing the data so that in the future a more complete analysis can be performed. Until the Agency plans, budgets, accounts for, and analyzes on the same basis for both financial and operational activities, we cannot have true analysis. The extent of our analysis depends on the Staff made available for this purpose.

e. To date, our presentation is not being used to an appreciable extent. We still have a great deal of missionary work to do in order to educate top officials in the meaning of the term "analysis", and how to use such reports for effective management.

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